

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE
AMONG EMPLOYEES IN TRADEWINDS GROUP OF COMPANIES**

ANUAR BIN HUSSIN

A Master's Project submitted in partial fulfillment of the requirements for the degree of
Master of Human Resource Management

Centre for Graduate Studies
Open University Malaysia

2011

DECLARATION

Name : Anuar bin Hussin

Matric Number: CGS 00423319

I hereby declare that this Master's Project is the result of my own work, except for quotations & summaries which have been duly acknowledged.

Signature:

Date:

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE AMONG EMPLOYEES IN TRADEWINDS GROUP OF COMPANIES

ANUAR BIN HUSSIN

October 2011

ABSTRACT

This study tries to determine the level of job satisfaction & job performance and to identify the relationship between job satisfaction components (which are pay, promotion, the work itself, supervision, & co-workers) and job performance among employees of Tradewinds Group of Companies. The study was conducted among 115 respondents in Tradewinds Group of Companies in Klang Valley. In this study, the whole population method was used. The study revealed that there was a positive relationship between job satisfaction components which were promotion, work itself, supervision and co-workers except for pay towards employee job performance. There was a significant difference between position and job performance. It proved that job satisfaction dimensions (pay, promotion, work itself, supervision and co-workers) can contribute to 17.8 percent (%) to increase the job performance in the organization.

Keywords: job satisfaction, job performance, relationship, component

HUBUNGAN DI ANTARA KEPUASAN KERJA DAN PRESTASI KERJA DI KALANGAN PEKERJA-PEKERJA DI KUMPULAN SYARIKAT-SYARIKAT TRADEWINDS

ANUAR BIN HUSSIN

Oktober 2011

ABSTRAK

Kajian ini cuba menentukan tahap kepuasan kerja dan prestasi kerja serta mengenalpasti hubungan di antara komponen-komponen kepuasan kerja iaitu (gaji, kenaikan pangkat, kerja itu sendiri, penyeliaan dan rakan sekerja) dan prestasi kerja di kalangan pekerja-pekerja Kumpulan Syarikat-Syarikat Tradewinds. Kajian ini telah dijalankan ke atas 115 responden di Kumpulan Syarikat-Syarikat Tradewinds di Lembah Klang. Di dalam kajian ini, kaedah populasi keseluruhan telah digunakan. Hasil kajian ini juga mendapati bahawa terdapat hubungan positif di antara komponen kepuasan kerja iaitu (kenaikan pangkat, kerja itu sendiri, penyeliaan dan rakan sekerja) kecuali komponen gaji terhadap prestasi kerja. Terdapat juga perbezaan yang signifikan di antara kedudukan jawatan seseorang terhadap prestasi kerja. Hasil kajian ini juga telah membuktikan bahawa dimensi kepuasan kerja iaitu (gaji, kenaikan pangkat, kerja itu sendiri, penyeliaan dan rakan sekerja) boleh menyumbang sebanyak 17.8 peratus (%) bagi meningkatkan prestasi kerja di dalam organisasi ini.

Kata Kunci: kepuasan kerja, prestasi kerja, hubungan, komponen

Table of Contents

| | |
|-------------------|-----|
| Title Page | |
| Declaration | ii |
| Abstract | iii |
| Abstrak | iv |
| Acknowledgements | v |
| Table of Contents | vi |
| List of Tables | x |
| List of Figures | xii |

| | | |
|------------------|---------------------------|----|
| CHAPTER 1 | INTRODUCTION | |
| 1.1 | Introduction | 1 |
| 1.2 | Background of the Study | 2 |
| 1.3 | Company Background | 4 |
| 1.4 | Problem Statement | 4 |
| 1.5 | Objectives of the Study | 6 |
| 1.6 | Research Questions | 6 |
| 1.7 | Research Hypothesis | 7 |
| 1.8 | Study Gap | 8 |
| 1.8.1 | Significance of the Study | 9 |
| 1.9 | Limitation of the Study | 10 |
| 1.9.1 | Definition of Terms | 11 |
| 1.9.1.1 | Employee Satisfaction | 11 |
| 1.9.1.2 | Pay | 12 |
| 1.9.1.3 | Promotion | 12 |
| 1.9.1.4 | Work itself | 13 |
| 1.9.1.5 | Supervision | 13 |
| 1.9.1.6 | Co-workers | 13 |
| 1.9.1.7 | Performance | 14 |

| | | |
|------------------|---------------------------------|----|
| CHAPTER 2 | REVIEW OF LITERATURE | |
| 2.1 | Introduction | 16 |
| 2.2 | Job Satisfaction | 16 |
| 2.2.1 | Dimension of Job Satisfaction | 21 |
| 2.3 | Job Satisfaction Model | 23 |
| 2.4 | Porter-Lawler Expectancy Theory | 25 |
| 2.5 | Maslow's Needs Hierarchy Theory | 26 |

| | | |
|-----|--|----|
| 2.6 | Herzberg's Two Factor Theory | 28 |
| 2.7 | Research Framework and Hypothesis | 33 |
| 2.8 | The Relationship between Job Satisfaction and Job Performance | 34 |
| 2.9 | Job Performance | 36 |

CHAPTER 3

METHODOLOGY

| | | |
|-------|-----------------------------|----|
| 3.1 | Introduction | 40 |
| 3.2 | Research Design | 40 |
| 3.3 | Location of the Study | 41 |
| 3.4 | Population | 41 |
| 3.5 | Variables and Measures | 43 |
| 3.6 | Pilot Test | 45 |
| 3.7 | Data Collection | 47 |
| 3.8 | Framework for Data Analysis | 48 |
| 3.9 | Data Analysis | 48 |
| 3.9.1 | Descriptive Analysis | 49 |
| 3.9.2 | Inferential Statistics | 49 |
| 3.9.3 | Conclusion | 50 |

CHAPTER 4

DATA ANALYSIS AND RESULTS

| | | |
|-------|--|----|
| 4.1 | Introduction | 51 |
| 4.2 | Demography | 51 |
| 4.2.1 | Gender | 53 |
| 4.2.2 | Age | 53 |
| 4.2.3 | Race | 54 |
| 4.2.4 | Marital Status | 55 |
| 4.2.5 | Length of Service | 55 |
| 4.2.6 | Position | 56 |
| 4.2.7 | Education level | 57 |
| 4.3 | Level of Employee Job Satisfaction and Job Performance | 58 |
| 4.3.1 | Satisfaction on Pay | 58 |
| 4.3.2 | Satisfaction on Promotion | 59 |
| 4.3.3 | Satisfaction on the Work Itself | 60 |
| 4.3.4 | Satisfaction on Supervisors | 61 |
| 4.3.5 | Satisfaction on Co-Workers | 62 |
| 4.3.6 | Job Performance | 64 |

| | | |
|-------|--|----|
| 4.4 | Pearson Correlation | 65 |
| 4.4.1 | The correlation between pay and employee job performance | 67 |
| 4.4.2 | The correlation between promotion and employee job performance | 67 |
| 4.4.3 | The correlation between work itself and employee job performance | 68 |
| 4.4.4 | The correlation between supervision and employee job performance | 68 |
| 4.4.5 | The correlation between co-workers and employee job performance | 69 |
| 4.5 | The influence of job satisfaction dimensions on job performance. | 70 |
| 4.6 | The difference level between male & female and job performance. | 73 |
| 4.7 | The difference level between position and job performance. | 74 |

CHAPTER 5

DISCUSSION AND CONCLUSIONS

| | | |
|-------|---|----|
| 5.1 | Introduction | 76 |
| 5.2 | Summary of Main Findings | 76 |
| 5.3 | Discussions and Findings | 79 |
| 5.3.1 | Relationship between pay and job performance | 81 |
| 5.3.2 | Relationship between promotion and job performance | 82 |
| 5.3.3 | Relationship between work itself and job performance | 83 |
| 5.3.4 | Relationship between supervision and job performance | 84 |
| 5.3.5 | Relationship between co-workers and job performance | 84 |
| 5.3.6 | The difference level between male /female and job performance | 85 |
| 5.3.7 | The difference level between position and job performance | 86 |

| | | |
|-------|---|----|
| 5.4 | Implications | 88 |
| 5.5 | Direction for Future Research | 88 |
| 5.5.1 | In-depth Research | 88 |
| 5.5.2 | Research on Different Industries | 89 |
| 5.5.3 | Research on the influence of job performance on other areas. | 89 |
| 5.6 | Recommendation | 90 |
| 5.6.1 | Recommendation to the Organization | 90 |
| 5.7 | Conclusion | 93 |

| | |
|-------------------|----|
| REFERENCES | 94 |
| APPENDICES | |

ACKNOWLEDGEMENT

Alhamdulillah to Allah the Almighty for putting forward me such a great strength, patience, courage and also ability to complete this project.

My excessive gratefulness to my supportive and helpful supervisor, Associate Professor Dr. Hajah Sarminah Samad of UiTM for assessing and guiding me in completion of this research. I am truly grateful to her continual support and cooperation, as being prepared to assist me all along the completion of the project.

My sincere thanks also go to my lovely mother Puan Hajah Hajar binti Haji Ibrahim, all my family members, friends and office colleagues for their support and understanding.

LIST OF TABLES

| | | |
|------------|---|----|
| Table 3.1 | Total Population | 42 |
| Table 3.2 | The Reliability of Variables of the Pilot Test | 46 |
| Table 3.3 | The Reliability of Variables of the Real Study | 47 |
| Table 3.4 | Interpretation of Strength Correlation | 50 |
| Table 4.1 | Summary of Respondents Demographic Analysis | 52 |
| Table 4.2 | Respondent: Gender | 53 |
| Table 4.3 | Respondent: Age | 54 |
| Table 4.4 | Respondent: Race | 54 |
| Table 4.5 | Respondent: Marital Status | 55 |
| Table 4.6 | Respondent: Length of Service | 56 |
| Table 4.7 | Respondent: Position | 56 |
| Table 4.8 | Respondent: Education Level | 57 |
| Table 4.9 | Descriptive Analysis on Pay | 58 |
| Table 4.10 | Descriptive Analysis on Promotion | 59 |
| Table 4.11 | Descriptive Analysis on the Work Itself | 60 |
| Table 4.12 | Descriptive Analysis on Supervisors | 61 |
| Table 4.13 | Descriptive Analysis on Co-Workers | 62 |
| Table 4.14 | Overall Level of Job Satisfaction and Job Performance | 63 |
| Table 4.15 | Descriptive Analysis on Job Performance | 65 |
| Table 4.16 | Correlations Analysis of the Variables | 66 |

| | | |
|------------|--|----|
| Table 4.17 | Summary of Multiple Regressions | 71 |
| Table 4.18 | The Difference Level between Gender and Job Performance | 72 |
| Table 4.19 | The Difference Level of Job Performance according to Position | 74 |
| Table 5.1 | Descriptive Analysis on Job Satisfaction and Job Performance | 86 |

LIST OF FIGURES

| | | |
|------------|--|----|
| Figure 2.1 | Job Dimension | 22 |
| Figure 2.2 | Hygiene and Motivation Factors | 24 |
| Figure 2.3 | Porter Lawler's Model | 25 |
| Figure 2.4 | Maslow's Hierarchy Theory | 26 |
| Figure 2.5 | Sources of Job Satisfaction and Job Dissatisfaction | 29 |
| Figure 2.6 | Possible Consequences of High and Low Job Satisfaction | 31 |
| Figure 2.7 | Research Framework | 33 |
| Figure 2.8 | Job Performance Dimension | 38 |

CHAPTER 1

INTRODUCTION

1.1 Introduction

The globalization trend, technology changes and development as well as new business practices continuously influence organizations in Malaysia. Many companies are facing intensive challenge in improving the employee's job satisfaction and thus, their organizational commitment to gain competitive advantage and at the same time retention of their key employees. Successful organizations realize that employee retention is important to sustain their leaderships and growth in the market place.

Normally employees will be more satisfied when they feel that they are rewarded fairly for the work they have done by making sure rewards for them are genuine contributions to the organization and consistent with the reward policies. The rewards include a variety of benefits and perquisites other than monetary gains. Employees with higher job satisfaction are important since they believe that the organization would have a tremendous future in the long run and the employer gives credits to the quality of their work, hence those employees are more committed to the organization, have higher retention rates and tend to have higher productivity.

1.2 Background of the Study

Committed employees are more likely to perform beyond the call of duty to meet customers' needs and are highly motivated to work to the best of their ability. These traits are crucial for continued customer commitment and ongoing revenue and growth for an organization. Committed employees remained in the employment of the company longer, resisted competitive job offers, did not actively look for other employment and recommend the company to others as a best place to work. The longer the companies kept their employees; there would be no need for additional expenditure to train new employees (Saker, 2003).

People are the most important resources of any organization. Employees are a company's livelihood. How they feel about the work they are doing and the results received from that work directly impact an organization's performance and ultimately its stability (Milliman et al., 2008). For instance, if the organization employees are highly motivated and pro-active, they will do whatever is necessary to achieve the goals of the organization as well as keep track of industry to achieve the goals of the organization performance to address any potential challenges.

The success of any business depends largely on the motivation of the employees. An organization with low employee motivation is completely vulnerable to both internal and external challenges because its employees are not giving the extra mile to maintain the organization's stability. As we know, an unstable organization ultimately underperforms.

Employee motivation is essential to the success of any company regardless big or small. In the modern workplace, human resources are valued above all others. Motivated employees are productive, happy and committed (Coleman, 2010). The spin off of this includes reduced employee turnover, results driven employees, company loyalty and workplace harmony.

1.3 Company Background

Tradewinds took shape on 19th June 1974 when the company Tradewinds (M) Sdn Bhd was incorporated in Malaysia as an investment holding company. Over the period of time, the company expanded and later on 28th September 1987 transformed from a private limited company to a public company. At present, the subsidiary companies of Tradewinds are involved in manufacturing, trading, plantation management, cultivation of oil palm and the production of crude palm oil, sugar refining as well as importing and distribution of rice. Tradewinds (M) Berhad is the holding company for four (4) subsidiary companies which are Tradewinds Plantation Berhad, Padi Beras Nasional Berhad also known as *BERNAS*, Central Sugars Refinery Sdn Bhd and Gula Padang Terap Sdn Bhd.

1.4 Problem Statement

Every organization could not last without their employees. Employees are the main reason an organization could exist for a long time. Similarly to Tradewinds Group, employees are the ones who play the major roles and make significant contributions to the organizations. Hence, the organization should pay attention to them in order to keep them in the organization. This will also influence the productivity of the organizations which eventually will lead to achieving the organizations' visions and goals. Highly satisfied and committed employees will deliver high quality of job performance. Undeniably, every company tries to

retain and motivate its staff. At Tradewinds Group of Companies there are some issues related to job satisfaction and performance which affect the employee satisfaction and performance in the organization (HR Report 2009). Although the number is rather small but tackling poor performance is a challenge for all managers in the organization. According to the sources and data collected from the Human Resource Department of the subsidiary companies, there are continuous issues of job satisfaction as well as job performance in the organization (HR Report 2010).

The organization motivates their employee to perform effectively by offering some training & developmental programmes and offering various benefits for satisfactory performance. The turnover rate for the past two years was recorded between 2 to 5 percent (%) for the subsidiary companies and 4 percent (%) for the holding Company. Majority or most of the subsidiary employees shows an average score between 50 to 60 percent (%) in their job performance where staff met their job expectation conducted during the year end assessment.

Although the Companies had provided some incentives and developmental programmes in order to motivate the employees, job satisfaction issues still exist. Thus, this study tries to determine the relationship between job satisfactions which lead to job performance in Tradewinds Group of Companies.

1.5 Objectives of the study

- 1) To determine the level of job satisfaction and job performance among employees in Tradewinds Group of Companies.
- 2) To identify the relationship between job satisfaction dimensions (pay, promotion, the work itself, supervision and co-workers) and employee job performance.
- 3) To determine the influence of job satisfaction dimension on employee job performance.
- 4) To determine the differences in position and gender on employee job performance.
- 5) To propose or recommend suggestions from the finding of the study.

1.6 Research Questions

A fundamental research problem that this study seeks to investigate is whether job satisfaction has relationship with job performance as per below questions:-

- 1) What is the level of job satisfaction among employees in Tradewinds Group of Companies?
- 2) What is the relationship between job satisfaction dimension and employee job performance?

- 3) What is the most important factor influencing employee job performance?
- 4) Is there any difference on employee job performance between position as well as gender?

1.7 Research Hypothesis

- H1: There is positive relationship between job satisfaction dimensions which are a) pay b) promotion c) work itself d) supervision and e) co-workers on employee job performance.*
- H2: There is positive influence of job satisfaction dimensions which are a) pay b) promotion c) work itself d) supervision and e) co-workers on employee job performance.*
- H3: There is positive difference of job satisfaction between a) gender and b) position on employee job performance.*

1.8 Study Gap

Job satisfaction is important to an organization's success. Much research have been conducted into ways of improving job satisfaction of employees in various sectors of the Malaysian economy, including the education sector, hotel, non-profit sector, naval sector as well as the automobile manufacturing sector (Tan & Amna, 2011). Previously there were many studies on job satisfaction as well as studies on job satisfaction towards job performance, however the researcher had found that there is lack of study or relatively little research conducted on investigating the relationship between job satisfaction components (which are pay, promotion, the work itself, supervision and co-workers) towards employee job performance in Tradewinds Group of Companies.

Therefore, the study of the relationship between job satisfaction and job performance is conducted in Tradewinds Group to address the gap in the research for different industries. Furthermore, until present, there is no research has been conducted in the organization itself to investigate the relationship between job satisfaction towards job performance among the employees.

1.8.1 Significance of the Study

The researcher hopes that this study will contribute to numerous benefits in terms of theoretical, management as well as academic perspectives.

a. Theoretical perspective:-

In terms of theoretical, this research would help other individual to prove the theory and also support the future research, generates good ideas and also provides better understanding.

b. Management perspective:-

This study could support the management to improve the employee job performance in the future as well as to increase employee job satisfaction.

c. Academic perspective:-

This research will benefit other student to understand the relationship between job satisfaction and job performance better and could be a reference or guideline for other researcher who is interested to study the relationship between job satisfaction and job performance in other organization.

1.9 Limitation of the Study

The finding of this study was limited in the following aspect:-

(i) The scope of the study

In this study, the respondents have been classified into four (4) categories of staff which were Non-Executive, Executive, Manager and Senior Management. The study was only conducted in Klang Valley which were in Kuala Lumpur and Shah Alam.

Employee participation was based on voluntarily basis and only conducted in Klang Valley. Therefore, the respondent selected did not represent all employees of Tradewinds Group of Companies in total. Other limitation encountered was related to work environment where distraction factors will take place such as work stress and also job burnout which could influence the employee feelings as well as the emotions besides biasness that could affect the entire result of this research.

1.9.1 Definitions of Terms

1.9.1.1 Employee Satisfaction

According to Ilham (2009), employee satisfaction refers to the positive or negative aspects of employee's attitude towards their jobs or some features of the job. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the workplace. Employee satisfaction while generally a positive in our organization can also be a downer if mediocre employees stay because they are satisfied with our work environment.

Job satisfaction plays a vital role in life of man, because it affects positively on the personal and social adjustment of the individual. On the contrary, job dissatisfaction adversely affects on the physical and mental health of the individual. The relationship between job satisfaction and employee's performance has always been discussed in organizational behavior and human resource management literature. A highly satisfied employee need not necessarily be a profound performer. However, an employee, who is dissatisfied can cause irreparable damage to the organizational effectiveness.

Job satisfaction can be defined as an emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye et al., 1994; Farkas & Tetrick, 1989, Lance 1991, Russel & Price, 1988). An employee tends to react negatively towards their job which caused withdrawal of behavior and feeling demotivated towards their work function. In the context of this study, the job satisfaction components studied were pay, promotion, work itself, supervision and co-workers as stated in the questionnaire as attached in Appendix 1.

1.9.1.2 Pay

For the purpose of this study, pay is defined as the employee pay which is adequate for their normal expenses. The employee is satisfied with the pay and pay is paid according to the working experiences and equal to the work done as stated in the questionnaire as attached in Appendix 1.

1.9.1.3 Promotion

In the context of this study, promotion is defined as the fair chances for the employee to get promoted. Promotion in the organization is good, fixed, frequent and the promotion is depending on the length of service of the employee. Promotion is also based on the employee job performance. The questionnaire is attached in Appendix 1.

1.9.1.4 The Work Itself

Oxford Advance Learner's Dictionary (1995), defines the work as “what is done by somebody”. The work itself also refers to the working environment of the workers and their perception about the job itself that they are responsible for. The definition of the work itself for this study is how the employee perceives their current work whether as fun, comfortable, challenging or respected by others. The job or work will give the employee a sense of achievement. The survey questionnaire is attached in Appendix 1.

1.9.1.5 Supervision

For the context of this study, supervision can be defined as how the supervisor treat the employee in terms of praises, the employee good work, seeking the advice from the employee, understanding the nature of the employee's work as well as giving the employee enough supervision and at the same time portraying good example to the workers. The questionnaire is attached in Appendix 1.

1.9.1.6 Co-workers

In this study, the co-worker is defined as someone who is sympathetic, understanding and concern to the employees, sometimes they give helpful information, advice and gives practical assistance. The co-workers are friendly,

supportive and easy to participate in a discussion The definition by Longman Dictionary of Contemporary English 3rd Edition (2000), defines co-workers as someone who works with you and has a similar position. The survey questionnaire is attached in Appendix 1.

1.9.1.7 Performance

The act of performing: of doing something successfully; using knowledge as distinguished from merely possessing it; a performance comprises an event in which generally one group of people (the performer or performers) behaves in particular way for another group of people (Ilham, 2009).

Job performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization (Campbell, McHenry, & Wise, 1990). Job performance is of interest to organizations because of the importance of high productivity in the workplace (Hunter & Hunter, 1984). Performance definitions should focus on behaviors rather than outcomes (Murphy 1989), because a focus on outcomes could lead employee to find the easiest way to achieve the desired results, which is likely to be detrimental to the organization because other important behaviors will not be performed.

Campbell, McCloy, Oppler, and Sager (1993), explained that performance was not the consequence of behaviors, but rather the behaviors themselves. In other

words, performance consists of the behaviors that employees actually engage in which can be observed.

In this context of study, the job performance is defined as how work is important to the employee, how employees mastered the important skills in their job and if the employees have the authority in determining the way his or her work. The survey questionnaire is attached in Appendix 1.

Besides that, the job performance is also defined as the employee is capable of influencing other employees, can make decision in performing their job and the job they do is valuable to themselves.

REFERENCES

- Abdu Hakeem M. B Almarganhi (2008). The relationship between motivation and employee's job performance. Master's thesis. Universiti Utara Malaysia, Kedah.
- Abuduaini Wubuli (2009). A study on the factors affecting job satisfaction amongst employees of fast food restaurants. Master's thesis. Universiti Utara Malaysia, Kedah.
- Adam, J. S. (1963), Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 422-436.
- Arnett, DB, Laverie, DA, & McLane, C (2002) Using job satisfaction and pride as internal marketing tools. *Cornell Hotel and Restaurant Administration Quarterly*, pp.87-96.
- Atkinson R., Smith E. (2000), Hilgard's Introduction to Psychology 13th Edition. Wadsworth Group, a Division of Thomson Learning Inc. (Harcourt, Inc 2000).
- Babin, B. J & Boles, J. S (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing*, 72, 67-76.
- Bahar (2003), Dispositional affectivity and job performance mediating effects of job satisfaction.
- Balasundram (2002), Job satisfaction & employee's work performance: A case study of people bank in Jaffna Peninsula, Sri Lanka.
- Bartol, K.M., Martin, D.C. (1998), Management, 3rd edition, McGraw-Hill, New York. NY.

- Benggstom, C., Vedin, J.A., Grimby, G. and Tibblin, G. 1978. Maximal Work Performance Test in Middle-aged Women: Results from a Population Study Scandinavian. *Journal of Clinical and Laboratory Investigation*, Volume 38, Issue 2, pp. 181-188.
- Bhuian, S. N., Menguc, B., & Borsboom R. (2005). Stressors and job outcomes in sales: A triphasic model versus a linear-quadratic-interactive model. *Journal of Business Research*, 58, 141-150.
- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes. An examination among senior managers. *Journal of Managerial Psychology*, 18(8), 788-813.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993) A theory of performance. In N. Schmitt & W. C. Borman (Eds.) *Personnel selection in organizations* (pp. 35-70). San Francisco, CA: Jossey-Bass.
- Campbell, J. P., McHenry, J. J., & Wise, L. L. (1990). Modeling job performance in a population of jobs. *Personnel Psychology*, 43, 313-333.
- Campion M. A, Cheraskin, L. & Stevens, M. J (2004). Career related antecedents & outcomes of job rotation. *Academy of Management Journal*. Vol. 37, pp. 1518-42
- Cetin, M. O. (2006). The relationship between job satisfaction, occupational and organizational commitment of academics. *Journal of American Academy Business*, 8 (1): 78-88. Retrieved on 8th October 2006 from ABI/INFORM Global.
- Churchill et. al., (1974), Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, 18(4): 368-376. Retrieved on 15 August 2006 from [http: www.emerald-library.com](http://www.emerald-library.com).
- Crawford, J. C. and Nonis, S. 1996. The Relationship between Boundary Spanners' Job Satisfaction and the Management Control System. *Journal of Managerial Issues*, Volume 8, Issue 1 125-134.

- Cranny, C. J., Smith, P.C., and Stone, E. F. (1992). *Job Satisfaction: How People Feel About Their Jobs and How It Affects Their Performance*. New York: Lexington Books.
- Deborah A. Cobb-Clark & Yvonne Dunlop (1999). 32. *Monthly Labor Review*.
- Ellickson, M.C., & Logsdon, K. (2002). Determinants of job satisfaction of municipal government employees [Electronic version]. *Public Personnel Management*, 31 (3), 343-358.
- Falkenburg, K. & Schyn, B. (2007). Work satisfaction, organizational commitment and withdrawal behaviors. *Management Research News*, 30 (10), 708-723.
- Fisher, C. D., Schoenfeldt, L.F., & Shaw, J. B. (1993). *Human Resource Management* (2nd ed.) Boston: Houghton Mifflin Company.
- Furnham, A. (1997). *The psychology of behavior at work: The individual in the Organization*. Hove, East Sussex, UK: Psychology Press.
- Graen, G., Dansereau F., Minami T. (1972). Dsyfunctional Leadership Styles. *Organizational Behavior & Human Performance*.
- Gibbs, J. (2001). Pre-service education & qualification the impact on recruitment & retention in rural child protection. *Rural Social Work*, 6.pp.19-28
- Hunter, J. E., & Hunter, R. F. (1984). Validity and utility of alternative predictors of job performance. *Psychological Bulletin*, 96, 72-98.
- Herzberg, F. Maunser, B., & Snyderman, B. (1959). *The motivation to work*. New York: John Wiley and Sons Inc.

- Ilham Dahir Sheikh Mohamoud (2009). The role of work motivation on employee performance. Master's thesis. Universiti Utara Malaysia, Kedah.
- Iaffaldano, M. R., & Muchinsky, P. M. (1985). Job satisfaction and job performance: A meta-analysis. *Psychological Bulletin*, 97, 251-273.
- Judge, T.A. Thoresen, C. J., Bono, J.E., & Patton, G.K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127, 376-407.
- Kakar, S.2002. Gender and Police Officers' Perceptions of Their Job Performance: An Analysis of the Relationship between Gender and Perceptions of Job Performance. *Journal of Criminal Justice Policy Review*, Volume 13, Issue 3, pp. 238-256.
- Kerr, S. and Jemier J., (1978) Substitutes for leadership: Their meaning and Measurement. *Organisational Behaviour and Human Performance*, 22, 375-403.
- Lawler, E and Porter, L. (1967). The effect of performance on job satisfaction. *Industrial Relations*, 7, 20-28.
- Landy, F. J, (1989), *Psychology of Work Behavior*. Pacific Grove. CA;Brooks/Cole.
- Lee, T. W., & Mowday R. T. (1987), Voluntarily leaving an organization. An empirical investigation of steers and Mowday's model of turnover. *Academy of Management Journal*, 31 (5), 721-743.
- Lee, Geon. And Benedict, J. 2009. "Does Organizational Performance Make a Difference to Public Employees Job Turnover in the Federal Government? Paper presented at the annual meeting of the Midwest Political Science Association 67th Annual National Conference, the Palmer House Hilton, Chicago, IL, April 02, 2009.
- Locke, E. A (1970), Job satisfaction and job performance: A theoretical analysis. *Organizational Behavior & Human Performance*, 5, 484-500.

- Locke, E. A (1976) The nature and causes of job satisfaction. In M. D. Dunnette (Ed.) Handbook of industrial and organizational psychology (pp.1297-1349). Chicago : Rand McNally.
- Locke, E. A. (2001). Organizational behavior: affect in the workplace. *Annual Review of Psychology*, 53, 279-307,282.
- Longman Dictionary of Contemporary (3rd ed.): English New Edition. 2000.
- Mardiana Azila Mohd, Norsyalina Nordin & Siti Noraziana Aris (2010). The relationship between manager's leadership style & employee job satisfaction. A case study of Courts Mammoth Sdn Bhd. Master's thesis. Universiti Teknologi Mara, Shah Alam.
- Masdia Masri (2009). Job satisfaction and turnover intention among skilled personnel in TRIpIc Bhd. Master's thesis. Universiti Utara Malaysia, Kedah.
- Maslow, A. (1943). A Theory of Human Motivation. *Psychological Review*, 50, 370-396.
- McCormick, G. J. & Ligen, W. R. (1985). Perceived overqualification and dimensions of job satisfaction: A longitudinal analysis. *The journal of psychology*, 134 (5): 537-555. Retrieved on September 2006 from EBSCO host Full Display.
- McCormick, E. J & Iigen, D. (1985). *Industrial and Organizational Psychology* (8th ed). New Jersey: Prentice Hall.
- Mitchell, T. R. (1982). "Motivation: new direction for theory, research and practices", *Academy of Management Review*, Vol. 7 pp 80-8.
- Murphy, K. R. (1989). Dimensions of job performance. In R. F. Dillon and J. W. Pellegrino (Eds.) *Testing: Theoretical and Applied Perspectives* (pp. 218-247). New York: Praeger.

- Mueller, C. W. & Price, J. L. (1990). Economic psychological and sociological determinants of voluntary turnover. *The Journal of Behavioral Economics*, 19 (3), 321-335.
- Mobley, W, Griffeth, R, Hand, H & Meglino, B (1979), Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, Vol.86, pp 493-552.
- Monday, R. W. & Noe, R. M. (1990). *Human Resource Management*. (4th ed.). United State of America: Allyn and Bacon.
- Milliman, J. F, Ferguson, J.M Czaplewski, A. J (2008), Breaking the Cycle; *Marketing Management*, Mar/Apr 2008, Vol. 17, Issue 2, P14-17.
- Neely, A., Gregory, M. & Platts, K (1995). Performance Measurement System Design. *International Journal of Operational and Production Management*, 15(4), 80-116.
- Nezaam Luddy (2005), Job satisfaction amongst employees at a public health institution in the Western cape.
- Organ, D. W. (1998). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, 14, 547-557.
- Organ, D.W., & Ryan, K. (1995). A meta-analysis review of attitudinal and dispositional Predictors of organizational citizenship behavior. *Personnel Psychology*, 48, 775-802.
- Pearson , R. (1991). *The Human Resource: Managing people and Work in the 1990s*. London: McGraw-Hill Book Company.
- Rajendran Vignaswaran (2005). The relationship between performance appraisal satisfaction and employee outcomes: A study conducted in Peninsular Malaysia. Master's thesis. Universiti Malaya, Kuala Lumpur.

Rain, JS, Lane, IM & Steiner, D.D 1991, A current look at the job satisfaction/life satisfaction relationship: Review and future considerations. *Human Relations*, p. 44 pp. 287-307.

Reicheld, FF (1996), *The loyalty effect: The hidden force behind growth, profits and lasting value*. Bain & Company, Inc, Boston.

Robbins, S. P (2005). *Organizational behavior* (11th ed.) New Jersey: Prentice hall.

Roebuck, D. B., Sightler, K.W and Brush C.C. 1995. Organizational Size, Company Type and Position effects on the Perceived Importance of Oral and Written Communication Skills. *Journal of Managerial Issues*, Volume 7, Issue 3, pp. 77-85.

Saker, AH, Crossman, A and Chinmeteepituck, P. 2003. The relationships of age and length of service with job satisfaction: An examination of hotel employees in Thailand. *Journal Managerial Psychology*, p. 18, pp. 745-58.

Schermerhorn, J. R., Jr. (1986) *Management for productivity* (2nd ed). NY: John Wiley & Sons.

Schwab, D. P. & Cummings, L. L. (1970). Theories of performance and satisfaction: A review. *Industrial Relations*, 9, 408-430.

Shaiful Anuar, K., Kamaruzaman, J., Hassan A., Mohamad, I., Kamsol, M. K. and Norhashimah, A. R. 2009. Gender as Moderator of the Relationship between OCB and Turnover Intention. *Journal of Asian Social Science*, Volume 5, Issue, pp. 6 108-117.

Sherman A., G. Bohlander & S. Snell (1998), *Managing Human Resources*, Cincinnati, Ohio: South-Western College Publishing.

Siti Aishah Panatik (2010), *Impact of Work Design on Psychological Work Reactions and Job Performance among Technical Workers: A Longitudinal Study in Malaysia*. PhD' thesis. University of Waikato New Zealand.

- Sohi, R. S (1996). The effects of environmental dynamism and heterogeneity on sales people's role perceptions, performance and job satisfaction. *European Journal of Marketing*, 30 (7), 49-67.
- Smith, Kendall & Hulin (1969)- Smith, P. C., Kendall, L. M & Hulin, C. L (1969). The measurement of satisfaction in work and retirement. Chicago: Rand McNally.
- Spector, P. E. (2000). *Industrial & organizational psychology* (2nd ed.). New York: John Wiley & Sons.
- Stodgill, R (1974), *Handbook of Leadership*. New York. Free Press.
- Tan Teck Hong & Amna Waheed. *Asian Academy of Management Journal*. Vol. 16, No.1, 73-94, Jan. 2011.
- Tuten, T. L & Neidermeyer P. E (2004). Performance, Satisfaction and Turnover in Call Centers. The Effects of Stress and Optimism. *Journal of Business Research*, 57 (1), 26-34.
- Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.
- Viswesvaran, C. (1993). *Modeling job performance. Is there a general factor?* Unpublished doctoral dissertation, University of Iowa, Iowa City.
- Wright, T. A., and Cropanzano, R., (1997). Well being satisfaction and performance; another look at happy / productive worker thesis. Paper presented at the Annual Meeting of the Academy of Management, Boston, USA.
- www.incentivequotes.com/employee-motivation.html. Employee motivation in the workplace (2010). Coleman Research Group.

